

national institutes of health

2001

Senior Leadership Program

The achievement of our scientific research goals at **NIH** is...



...linked inextricably to the leadership we foster among our scientists and administrators. Because NIH is a unique institution in many respects, our leadership challenges are significant. For example, we must excel as scientific entrepreneurs while managing within a formidable government bureaucracy. We must recognize and leverage our common interests across the ICs while sustaining the capacity of each IC to chart its own course. And, increasingly, we must lead staff at all levels to welcome and seize the opportunities inherent in change.

The NIH Senior Leadership Program has been developed to assist our senior scientists and administrators in developing the leadership competencies necessary to meet these and other leadership challenges at NIH. While there are worthwhile programs available in the market, we believe a customized NIH program will best serve NIH's senior leaders.

ICs are invited to nominate a team of senior scientists and administrators to participate in the NIH 2001 Senior Leadership Program, which will be running this fall. We have three objectives with respect to the composition of this pilot class:

1. a 50-50 mix of scientific and administrative leaders,
2. 25 participants consisting of teams from each of 5-6 ICs, and,
3. the most senior NIH scientists and administrators.

I am enthusiastic about this important initiative and urge your participation.



Ruth L. Kirschstein, M.D.
Acting Director

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The Program

PURPOSE

The NIH 2001 Senior Leadership Program will provide senior NIH scientific and administrative leaders with an opportunity, working with a select group of peers and scholar-practitioners, to:

- assess leadership skills and attributes, through multiple feedback approaches, including one-on-one sessions with feedback experts
- design a personal plan to develop desired leadership skills and attributes
- enhance capacity to give and receive constructive feedback
- critically examine different leadership styles and their applicability to achieving NIH's scientific research goals
- develop a systematic approach to negotiation and cross-organizational ventures
- enhance capacity to utilize results-based management and performance measures in a variety of organizational settings and systems
- think analytically about challenges and strategies for leading organizational change at NIH
- enhance capacity to analyze and operate effectively in the political systems that impact NIH

WHO

The most senior NIH scientific and administrative leaders (executive committee members, scientific directors, division directors, SES/SBRS, Senior Title 42 or 38, and executive officers), nominated by their IC.

COST

\$7,500 (all-inclusive)

FORMAT

The NIH Senior Leadership Program combines case studies, interactive discussions, experiential learning, assessment data, development planning and a three-day residential retreat at the Aspen Wye River Center. The curriculum includes sessions led by renowned scholar-practitioners and leaders, as well as one-on-one feedback sessions conducted by feedback experts. A lead instructor/facilitator provides continuity throughout the program.

REGISTRATION

Course Number: 6600

Course Title: NIH Senior Leadership Program

Nomination Deadline: August 17, 2001

To register, submit a training nomination through your Institute or Center (IC) using the NIH Integrated Training System (NIHITS).

INFORMATION

For further information, please contact: Joyce F. Laplante
Human Resource Development Division
Phone: 301-402-3380
Fax: 301-402-0986
E-mail: JL15T@NIH.GOV

Leadership competencies addressed in the 2001 Senior Leadership Program correspond with the following SES Executive Core Qualifications: Leading Change, Leading People, Results Driven, and Building Coalitions/Communications.

The NIH Senior Leadership Program was created by the NIH Office of Human Resource Management, Human Resource Development Division, in partnership with the University of Maryland.

Program Overview

DAY 1

Opening Session

September 20, 2001
2-4 PM
Wilson Hall, Building 1

FEATURES

- Opening by Dr. Ruth L. Kirschstein, acting director of NIH
- Introductions and program overview
- Survey of NIH leadership challenges
- Distribution of assessment tools

DAYS 5-7

November 5-7
8:30 AM - 4:30 PM
Inn and Conference Center
College Park, Maryland

FEATURES

- Results-based leadership and performance measurement
- Negotiation and skilled collaboration
- Building a learning organization and systems thinking
- Leading organizational change

DAYS 8-10

December 4-6
8:30 AM - 4:30 PM
Inn and Conference Center
College Park, Maryland

FEATURES

- The necessary art of persuasion
- Building leaders
- Partnerships
- Leadership in a political environment
- Strategic perspectives on NIH
- Finalize leadership development plan

DAYS 2-4

Residential Retreat

October 28-30
Aspen Wye River
Marriott Conference Center
Queenstown, Maryland

FEATURES

- Learning emotional intelligence
- Assessment data
- Videotaping and activities
- One-on-one feedback with coaches
- Draft leadership development plan

Faculty Overview

Jay A. Conger

Dr. Conger is one of the world's foremost experts on leadership. An outstanding teacher, *Business Week* selected him as the best business school professor to teach leadership to executives. One of his eight books, *Learning to Lead* (1992), has been described by *Fortune* magazine as "the source" for understanding leadership development. Dr. Conger is a professor of organizational behavior at the London Business School and senior research scientist at the University of Southern California Center for Effective Organizations.

Allen Schick

Dr. Schick is an expert on budgeting, Congress and public administration. A leading authority on federal budgeting and author of more than 100 publications, including *The Federal Budget, Politics, Policy, Process* (1995, Rev. Ed. 2000), he advises Congress on contemporary budget issues and advised the Office of Management and Budget on the implementation of the Government Performance and Results Act of 1993. Currently, Dr. Schick is researching health care legislation for a new book and directing a study of far-reaching reforms in the public sector in six countries. Dr. Schick is visiting fellow at the Brookings Institution and distinguished professor of public policy at the University of Maryland School of Public Affairs.

Terry Barnett

Mr. Barnett advises and trains managers in negotiation and managing critical external and internal relationships. His clients improve their ability to prevent and manage conflicts, and to structure and derive economic value from strategic collaborative relationships. He is the president of CMI Washington/Carolina and was the Founding Chairman of Conflict Management, Inc. and Conflict Management Group, both offshoots of the Harvard Negotiation Project, as well as a partner in a D.C. law firm and staff to several committees of the U.S. Senate.

Joyce E. A. Russell

Dr. Russell teaches and consults in the public and private sectors in human resource management, organizational behavior and industrial and organizational psychology. Her areas of expertise include leadership and management development, negotiation tactics, work teams and change management. An industrial and organizational psychologist and a distinguished teaching professor of management and organization at the Robert H. Smith School of Business, she has more than 50 publications and is honored consistently as an outstanding teacher.

William A. Galston

Dr. Galston served as deputy assistant to the president for domestic policy during the first Clinton administration. His areas of expertise include U.S. domestic policy, American political institutions and contemporary political and social philosophy. The author of five books and nearly 100 articles, he is a professor at the University of Maryland School of Public Affairs and the director of the university's Institute for Philosophy and Public Policy. He is also a senior advisor to the Democratic Leadership Council and Progressive Policy Institute and a member of the Aspen Institute's bipartisan Domestic Strategy Group.

Regina E. Romero

Dr. Romero specializes in organizational diagnosis, executive coaching and leadership development. A clinical psychologist, she has extensive exposure to and experience working with organizations in a wide variety of fields, including health care, education, finance, technology and telecommunications. Dr. Romero also designs and delivers leadership programs with an affiliate of the Center for Creative Leadership.

G. Edward DeSeve

Professor DeSeve served as deputy director for management of the U.S. Office of Management and Budget from 1997 to 1999, the highest management position in the federal government, where he directed OMB oversight of the federal government's management, regulation, information technology, procurement and financial management policies and program evaluation practices. He also served as controller of the Office of Management and Budget, was a partner at KPMG Peat Marwick and serves on the Business Advisory Board of the National Science Foundation. Professor of the Practice, he directs the Management, Finance and Leadership Program at the University of Maryland School of Public Affairs.

Eugene R. Schnell

As director of organizational development and diversity at Johns Hopkins University, Dr. Schnell serves as an internal consultant in managing change and conflict and improving effectiveness. He teaches executive power and negotiation, leadership, and group project management, and specializes in the area of socio-technical systems. Dr. Schnell is the author of a series of widely-used management development materials based on the interpersonal relations instrument known as the FIRO-B.

Russ Linden

Dr. Linden teaches and consults on collaboration across organizational boundaries, systems thinking, learning organization principles, reengineering for seamless service, and customer-focused organizations. His books include *Seamless Government: A Practical Guide to Re-engineering in the Public Sector* (1994), which was excerpted in *Governing Magazine*, and *From Vision to Reality: Strategies of Successful Innovators in Government* (1990).

Faculty Overview continued

Edmund M. Bazerghi

Dr. Bazerghi specializes in assessment-based executive coaching and developmental planning. He is chief assessor and senior feedback specialist for an affiliate of the Center for Creative Leadership and the Chief Assessor for the French Leadership Development Programs for The Niagara Institute in Canada. A psychologist in private practice, he is also the founder and director of the Center for Executive Assessment and the Mediation Center, both located in Austin, Texas.

Cecy Kuruvilla

Ms. Kuruvilla, an organizational development/diversity consultant, coaches executives on multicultural communications and cross-cultural competencies, and advises managers on conflict management/resolution strategies. She is currently director of diversity at Freddie Mac and was diversity manager of AT&T's largest business unit of 31,000 employees.

Mark Friedman

Mr. Friedman founded and directs the Fiscal Policy Studies Institute and consults and speaks nationally and internationally on financing human service reform, strategic planning, and results-based decision making and accountability. He served as a senior associate at the Center for the Study of Social Policy in Washington, D.C. and in the Maryland Department of Human Resources, as deputy secretary for operations and chief financial officer.

Maria Choi

As a consultant with Conflict Management, Inc., Ms. Choi's work includes mediating complex disputes, providing partisan advice in negotiations, training corporate clients and managing business development opportunities. Her clients range from nonprofit corporations, public school systems and state governments to Fortune 500 companies. She was formerly an investment banker at Morgan Stanley & Co., Inc., holds a J.D. from Harvard Law School and was a Fulbright Fellow.

Philip L. Lee

A senior fellow at the University of Maryland School of Public Affairs, Mr. Lee designs, facilitates and teaches executive programs in leadership, organizational development, skilled collaboration, work process reengineering, and results-based accountability. In addition, Mr. Lee consults in the public and nonprofit sectors. Currently, Mr. Lee is assisting Maryland's state government in the implementation of results-based planning and budgeting in the area of children, youth and families. Formerly, Mr. Lee practiced law at a D.C. international law firm.